WORK HARD, DREAM BIG

European Forum of Technical and Vocational Education and Training

STRATEGIC PLAN 2019-2022
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PASSION LED US HERE
EfVET aspires to be the leading pan-European professional association which has been created by, and for, Vocational Education and Training providers. We also aspire to set the European VET Agenda for training providers. EfVET’s strategy and policy is formulated by its member colleges, VET institutions and individual members. It will continue to collaborate with but is independent of all government and European and national funding bodies. It raises its funding from membership subscription and public and private grants and sponsorships.

In response to the impact of e.g. technology, artificial intelligence, educational and pedagogical development it is EfVET’s mission to enhance VET provision (pedagogy, programme development and student-centred approaches) across all member colleges and educational institutions through an active network of training providers, employers and practitioners in vocational education and training and lifelong learning.

**OBJECTIVE**

It’s the welfare and employability of all students (including disadvantaged groups) and their learning development, their very important soft skills, (the holistic perspective to the person) and the focus on educational development in general and for teachers.

It continues to represent its members in European forums and VET events across the world.

In achieving its aspiration and mission EfVET will:

- Act as a clearinghouse for networking and partnership
- Encourage its members to participate on its behalf in co-operative projects and thematic networks
- Be an advocate for the promotion of active citizenship and equal opportunities for all
- Enhance its role as a platform for the promotion and dissemination of innovation in VET and in particular in linking the world of VET with that of changing work environments
- Provide technical advice to its members to access EU funding activities and projects
- Engage itself in the global exchange of practice on TVET and VPET
- Be the members’ voice in European Institutions.

In order to be of service to its members and the wider community, EfVET will anchor its operations on the following seven strategic directions.

**STRATEGIC PLAN 2019 -2022**
Strategic Direction

Internal restructuring
OBJECTIVE

To sustain an organisational structure that delivers quality services to its members based on advanced and updated knowledge and practice of VET and transparency, effectiveness and timeliness in its administrative operations.

IMPLEMENTING MEASURES

- Strengthen an organisational structure that accentuates information sharing, teamwork and international cooperation within and outside Europe.
- Implement a business model for EfVET that guarantees capacity building, financial sustainability and allocation of adequate resources to reach members with high-quality services in a timely manner.
- Seek support from business and enterprise as well as funding opportunities available through projects and other initiatives targeted to enhance vocational education and training. Review performance pledges to ensure effective and timely services are offered to clients.
- Develop policies for learner and teacher engagement in workplaces.

TARGETED PERFORMANCE INDICATORS

- An updated and interactive web portal
- Human resources recruitment that meets strategic operations
- Implementation of members’ feedback
- Increase the number of hits on the EfVET e-Portal and Newsletter
- Sharing of key strategic decisions and work plan among all members
- Raising of funding from public and private grants and sponsorships
- Use experts to promote EfVET through conferences and seminars at national level
- Investment in raising membership of EfVET particularly of practitioners in VET at the lower levels of the qualifications framework.
Strategic Direction 2
OBJECTIVE

To support EfVET National Boards across Europe and ensure that their activities are given wider visibility and successes shared among all EfVET members.

IMPLEMENTING MEASURES

✓ Enhance the existing EfVET National Boards to reflect the diverse and evolving needs of vocational education and training sectors
✓ Support and strengthen collaboration between EfVET National Boards and their governments and supportive social partners
✓ Implement a review of EfVET Constitution to enable wider participation and governance of National Boards of the central management of EfVET and ensure that the new Constitution addresses developments in VET practice and developments, links with third parties and regular evaluation.

TARGETED PERFORMANCE INDICATORS

❖ Increase the number of fully functional EfVET National Boards
❖ Expose the activities of EfVET National Boards on EfVET e-Portal
❖ Engage EfVET National Boards in a half-day seminar in the margins of the Annual EfVET Conference
❖ Provide technical support to members wishing to set up National Boards Sharing of key strategic decisions and work plan among all members
❖ Insert in EfVET’s Newsletter the activities of National Boards
❖ Conduct on request, training for National Board members.
Strategic Direction 3
OBJECTIVE

To act as leaders in the advocacy for VET design that is practical, contextualized and with a high probability of positive impact on the learning processes of students and their employability and the capacity building of teachers and practitioners in light of the evolution of VET and innovation in the Labour Market. EfVET will continue to pay particular attention to the influence of educational development and welfare of the world. EfVET will work for VET as a formation for fulfilling the United Nations Sustainable Development Goals ("SDGs").

IMPLEMENTING MEASURES

- Monitor and address the competency requirements of training operators, teachers and employers
- In an age of artificial intelligence and robotics, influence the development of VET European policies and ensure that they address the challenges of Industry 4.0 and the changing nature and role of learning and working
- Encourage, empower and support EfVET members to act as advocates of relevant VET policies and the equal opportunity of VET learners and practitioners particularly in the sharing of financial resources for mobility
- Tap high profile employers in supporting innovation and change in VET learning environments
- Strengthen communication with stakeholders concerning policy changes related to the quality of VET in the context of Industry 4.0, digitalisation, robotics, artificial intelligence and the changing nature and role of learning and working.

TARGETED PERFORMANCE INDICATORS

- Set up meetings with leading European employers with the scope of capacity building activities to EfVET staff and members
- Set up meetings with key stakeholders to discuss emerging VET policies
- Enhance and sustain the database of expertise of EfVET members
- Reach out with EfVET Newsletter places of work and influential leaders in employment
- Consult on a regular basis stakeholders’ through EfVET members
- Publish a quarterly electronic EfVET Advocacy Note.
OBJECTIVE

To manage and use data gathered from networking, projects and partnerships to bring change in VET and in particular through the dissemination of good practices and the support of practitioners' continuous improvement and that of their learning institutions, carrying out applied research and establishing a think-tank on Higher VET involving higher education institutions.

IMPLEMENTING MEASURES

- Support members to implement EfVET's dissemination of good practice among practitioners
- Ensure that the utilisation of EfVET's e-Portal and other e-Platform systems increase the effectiveness in the provision of VET services
- Support members to develop and participate in forums to inform decision-makers and employers of the need to work together in the vocational education and training sector
- Expand our online database services for the sharing of good practices and ensure that it reaches all members
- Publish every one-two years a position paper about the situation of learning mobility and proposal to improve it.

TARGETED PERFORMANCE INDICATORS

- Number of good practices systematically identified and shared via EfVET E-Portal Monitor outcomes of users' feedback for sharing of good practices
- Establish a calendar of events in which EfVET members participate, organise or hold good practice activities across Europe
- Establish a database of active institutional membership
- Reward at the Annual EfVET Conference the institution that generated most reforms in VET
- Reward at the Annual EfVET Conference the employer or firm that supported a VET institution to affect reforms in the learning environment
- Establish a Young EfVET Practitioners forum as a sounding board on challenges and reforms in the provision of VET.
OBJECTIVE

To contribute to and actively support developments in work-based learning in the context of industry-driven qualifications and community-oriented curricula.

IMPLEMENTING MEASURES

- Participate in European projects and initiatives that focus the outputs on WBL and community-oriented curricula
- Establish among EfVET members an Inventory of WBL activities across Europe
- Support National Boards in promoting WBL and community-oriented curricula
- Ensure that WBL and community-oriented curricula are given prominence on EfVET e-Portal
- Give more visibility to EfVET members who possess expertise in the subjects or/and participate in the promotion of these learning processes
- Create among EfVET members a Work-Based Learning Community.

TARGETED PERFORMANCE INDICATORS

- Give prominent space in EfVET e-Portal to WBL and community-based curricula
- Set up a database of EfVET members who are engaged in activities that promote WBL and community-oriented curricula
- Engage EfVET members in projects targeted to promote WBL and community-based curricula
- Publish a focus paper on the subject in EfVET’s Advocacy Note.
SHAREHOLDERS WITH INDUSTRY AND GOVERNMENTS TO PROMOTE INVESTMENT IN DIGITAL-BASED LEARNING ENVIRONMENTS

OBJECTIVE

Establish a special rapport with industry at the European level and engage employers in a more structured dialogue with VET providers to promote digital-based learning environments for active citizenship and equal opportunities.

IMPLEMENTING MEASURES

- Engage employers in EfVET activities and establish working groups with targeted sectors of employment on digital-based learning
- Develop an e-Platform for best practice in employers-driven VET communities particularly those using digital-based learning
- Participate in employers’ activities focused on innovation, learning methods and sustainability.
  Be recognised as the European VET Practitioners Platform for employers (VEPPE).

TARGETED PERFORMANCE INDICATORS

- Invite employers as speakers in EfVET annual conference
- Invite employers to set up a working group within EfVET annual conference
- Establish a
- Participate in activities organised by employers on issues related to education and training
- Seek sponsorship from businesses for EfVET activities at local, regional, national and European levels
- Link EfVET e-Portal to web portals of consenting firms that promote digital-based learning
- Engage and involve EfVET members in WBL activities across the VET sector in and outside Europe
- Publish a focused paper in EfVET Advocacy Note on concrete measures to close the gap between workplaces and education and training through WBL and community-oriented curricula.
**OBJECTIVE**

To invest more resources and attract new members in EfVET while leading a process that facilitates the setting up of a Confederation of European VET Providers and one governing role in European public-funded institutions.

**IMPLEMENTING MEASURES**

- Raise awareness among policymakers of the pivotal role of private and public practitioners in education and training play across Europe
- Raise membership in EfVET (by 15% each year up to 2022)
- Establish outcome-based collaboration with partner training providers’ associations
- Be recognised as a lead player and work towards a Confederation of European Associations of training providers (which may be known as the European Alliance of VET Practitioners (EAVP)).

**TARGETED PERFORMANCE INDICATORS**

- Promote and support memberships in training providers’ associations across Europe
- Hold, in the margins of other activities, at least two meetings in Brussels per year with similar organisations to explore synergies that could lead to a European Confederation
- Ensure that all European associations of training providers are invited to EfVET events at local, regional, national and European levels.
- Launch a Europe wide campaign for membership
- Increase membership in EfVET by fifteen per cent.